

Key

- ▲ Target exceeded
- Target achieved or in line with plan
- ▣ Target partially achieved
- ▼ Target postponed

ACTIONS	2013 RESULTS	TARGETS
Agricultural & Construction Equipment and Trucks & Commercial Vehicles	▶ Optimization of transport capacity	▲ -3,316 tons of CO <sub>2</sub> emissions from Agricultural & Construction Equipment cut worldwide
Powertrain	■ Inbound Approx. 28% of cost of shipping in Europe managed through SDP	▶ Inbound 2014: management of approx. 19% of cost of shipping in Europe through SDP for Powertrain
Agricultural & Construction Equipment	▣ Inbound -0.5% vs 2012 achieved in weight of cardboard and wood for container shipments from Europe to North America and Latin America	▶ Inbound 2014: -0.8% vs 2013 in weight of cardboard and wood for container shipments from Europe to North America and Latin America
Trucks & Commercial Vehicles	▶ Reduction in the use of packaging and protective materials	■ Inbound -5% vs 2012 achieved in disposable wood packaging (from 10.8 to 10.3 kg/m <sup>3</sup> ) for shipments from Italy to Latin America under the WMF program
Powertrain		▶ Inbound 2014: -35% vs 2013 in disposable wood packaging for shipments under the WMF program

SALES AND POST-SALES



SPREADING PRODUCT ENVIRONMENTAL AND SAFETY KNOWLEDGE

Commitment: Enhance customer relations and satisfaction

ACTIONS	2013 RESULTS	TARGETS
Agricultural & Construction Equipment	▶ Design and offer of targeted training courses to the sale force that leverage best practice within each segment and exploration of all potential synergies	■ 301,398 hours of instructor led training provided (+9.7 % vs. 2012)
	▶ Latin America training team consolidated	▶ 2014: delivery of same number of training hours provided in 2013
Trucks & Commercial Vehicles	▶ 65,600 classroom training hours provided on eco features (+30% vs. 2012)	▶ 2014: introduction of courses on products launched during the year
	▶ 4,800 students involved in product launches of Stralis Euro VI, complete Bus Range Euro VI, and Eurocargo Euro VI, including test drives and benchmark events	▶ 2014: delivery of same number of training hours provided in 2013
		▶ 2014: introduction of courses on products and services launched during the year
		▶ 2014: improvement of training on selling-skills to develop dealer network best practice in product sales

**Commitment: Improve skill level of network technicians in diagnosis, repair and maintenance of eco-efficient engines**

	ACTIONS	2013 RESULTS	TARGETS
Agricultural & Construction Equipment	► Design and offer of targeted training courses that leverage best practice within each segment and exploration of all potential synergies	▲ 161,898 student hours of instructor led training provided (+22.6 % vs. 2012)	► 2014: delivery of same number of training hours provided in 2013
Trucks & Commercial Vehicles		▲ 118,761 student hours of instructor led training provided (+10.5 % vs. 2012)	► 2014: delivery of same number of training hours provided in 2013
		■ 3,714 technicians involved in the launch of the Eurocargo Euro VI and Stralis Hi-Way Euro VI models	► 2014: introduction of new courses on vehicles and major units launched during the year

**Commitment: Promote decentralized training solutions**

	ACTIONS	2013 RESULTS	TARGETS
Agricultural & Construction Equipment	► Offer of online training solutions and improved access to live training for dealership personnel	▲ 252,421 student hours provided online -out of which 168,903 for service technicians- (+29.4 % vs. 2012)	► 2014: +15% in online training hours vs 2013
CNH Industrial		▼ target postponed	► 2015: implementation, database migration, and dealer roll-out to be completed by end of year
		▼ target postponed	► 2015: ongoing development of <i>Learning Management System</i> as per plan
			► 2014: availability of online training for product launches, and increase in hours of dealer training on selling-skills

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ENHANCING CUSTOMER EXPERIENCE

Commitment: Enhance customer relations and satisfaction

	ACTIONS	2013 RESULTS	TARGETS
CNH Industrial	<ul style="list-style-type: none"> <li>▶ Implementation of new contact channels to facilitate customer access</li> </ul>	<ul style="list-style-type: none"> <li>■ Customer Experience Service fully implemented in Brazil</li> <li>■ Assistance Non Stop (ANS) Mobile software rolled-out on smartphone devices at more than 50% of Western European service points</li> </ul>	<ul style="list-style-type: none"> <li>▶ 2014: pilot project for the implementation of social media channels in EMEA</li> <li>▶ 2014: roll-out of ANS Mobile software on smartphone devices at more than 65% of Western European service points. Enhancement of customer satisfaction by improving time efficiency in technical support and feedback on repairs</li> </ul>
Trucks & Commercial Vehicles	<ul style="list-style-type: none"> <li>▶ Development of actions to improve service quality, communication, and monitoring of customer satisfaction and feedback</li> <li>▶ Development of enhanced customer self-help tools via web and Interactive Voice Response (IVR) technology to facilitate customer access to CNH Industrial resources and information</li> </ul>	<ul style="list-style-type: none"> <li>▲ Technical support services provided in less than 70 minutes from vehicle breakdown in at least 85% of cases (in major markets)</li> <li>■ Options directing customers to self-help resources introduced in all IVR solutions, based on the types of assistance requested most frequently</li> </ul>	<ul style="list-style-type: none"> <li>▶ 2014: introduction of new courses on vehicles and major units launched during the year</li> <li>▶ 2014: enhancement of customer experience by ensuring minimum 90% of first-call resolutions for all information requests, and complaint resolution in less than ten days</li> </ul>
CNH Industrial	<ul style="list-style-type: none"> <li>▶ Development of operational improvements to boost service quality, speed of problem resolution, and communication</li> </ul>	<ul style="list-style-type: none"> <li>■ All contacts covered by Customer Satisfaction survey</li> <li>▶ Classification of customer contacts streamlined and standardized in EMEA</li> <li>▶ Call center operator case management instructions improved (additional information to be requested, where and how to address requests)</li> </ul>	<ul style="list-style-type: none"> <li>▶ 2014: creation of a common view of a customer record across Sales, Service and Customer Care.</li> </ul>
	<ul style="list-style-type: none"> <li>▶ Enhancement of customer information across sales, field service management, and customer assistance</li> <li>▶ Enhanced use of resources improving service delivery within Product Improvement campaigns through the Best Service function</li> </ul>	<ul style="list-style-type: none"> <li>■ Best Service used to increase serial numbers from 6,497 in 2012 to 16,228 in 2013, with an average campaign completion rate of 94%</li> </ul>	
Trucks & Commercial Vehicles	<ul style="list-style-type: none"> <li>▶ Review of customer survey methods to improve reliability of results, learning, and best practice to advance operating performance</li> </ul>	<ul style="list-style-type: none"> <li>■ Time required to carry out Break Down Assistance surveys reduced</li> <li>▶ Process created to mitigate customer dissatisfaction in case of scores lower than 7.0</li> <li>▶ New survey model (CSI) created to identify customer perceptions of dealers providing services</li> </ul>	<ul style="list-style-type: none"> <li>▶ 2014: standardization and alignment of processes within Trucks &amp; Commercial Vehicles operations using best practice</li> </ul>

Commitment: Support and educate end users on the proper use of products

	ACTIONS	2013 RESULTS	TARGETS
CNH Industrial	<ul style="list-style-type: none"> <li>▶ Provision of round-the-clock, all year-round technical support to end users, in person and via web</li> <li>▶ Broadening of course contents to enhance offering to customers</li> </ul>	<ul style="list-style-type: none"> <li>■ New methodology implemented to offer customers dedicated web video lessons, held by instructors and available in different languages</li> </ul>	<ul style="list-style-type: none"> <li>▶ 2014: + 15% in online training hours vs 2013</li> </ul>
Agricultural & Construction Equipment	<ul style="list-style-type: none"> <li>▶ Improved ease of use of Advanced Farming System (AFS) and Precision Land Management (PLM) courses and applications through content redesign and reclassification.</li> </ul>		<ul style="list-style-type: none"> <li>▶ 2014: realignment of training content by product category to increase customer satisfaction and fruition</li> </ul>